

## WEEK 2

### INTRODUCTION TO MANAGERS, MANAGEMENT & ORGANISATIONS

#### Why are managers important?

- Organisations need their managerial skills and abilities
  - Identify critical issues and craft responses
- Critical to getting things done
  - Oversee daily activities
  - Ensure all work is completed and if it isn't find out why/ rectify situation
- Matter to an organization
  - Relationship between direct supervisor and employees must be positive to ensure the ability to maximize employee output and organizational productivity
  - Positive engagement can increase an organizations financial performance

#### What is an organization?

**Organisation** – A deliberate arrangement of people to accomplish some specific purpose

- Distinct purpose – expressed by goals/ set of goals
- Composed of people – stakeholders
- Deliberate structure – open & flexible or more rigid
  - Flatter, networked structure – Google, IKEA – contemporary organisations
  - Hierarchical structure – Westpac, BHP Billiton

#### Changing face of organisations

Traditional	Contemporary
Stable	Dynamic
Inflexible	Flexible
Individual oriented	Team oriented
Command oriented	Involvement oriented
Top-down decision making	Participative decision making
Homogeneous workforce	Diverse workforce
9am-5pm (typically)	No time boundaries
Work at one location	Anywhere, anytime

#### Who are managers?

**Manager** – Someone who coordinates and oversees the work of other people so that organizational goals can be accomplished

**First-line managers** – Managers at the lowest level of the organisation who manage the work of non-managerial employees who are directly involved with the production or creation of the organisation's products

- Shift managers
- Supervisors
- Office managers
- Team leaders

**Middle managers** – Managers between the first-line level and the top level of the organisation who manage the work of first-line managers.

- Regional manager
- Department head
- Project leader
- Store manager
- Dean
- Division manager

**Top managers** – Managers at or near the top level of the organisation who are responsible for making organisation-wide decisions and establishing the goals and plans that affect the entire organisation

- Managing director
- Chief Executive Officer
- Chief Operating Officer
- Chairman of the board

#### What do managers do?

**Management** – The process of coordinating and overseeing the work activities of others so that their activities are completed **efficiently** and **effectively**

**Efficiency** – Doing things right, or getting the most output from the least amount of inputs

**Effectiveness** – Doing the right things, or completing activities so that organizational goals are attained

- Important so that organisations can ensure high goal attainment whilst using the lowest level of resources which leads to greater profitability

#### Fayol Management functions: (P.O.L.C)

**Planning** – Management function that involves setting goals, establishing strategies for achieving those goals, and developing plans to integrate and coordinate activities

**Organizing** - Management function that involves arranging and structuring work that employees do to accomplish the organisation's goals

**Leading** – Management function that involves working with and through people to accomplish organizational goals

**Controlling** – Management function that involves monitoring, comparing and correcting work performance

Top-Level Managers			
Planning (28%)	Organizing (36%)	Leading (22%)	Controlling (14%)
Middle Managers			
Planning (18%)	Organizing (33%)	Leading (36%)	Controlling (13%)
First-level Managers			
Planning (15%)	Organizing (24%)	Leading (51%)	Controlling (10%)

#### Mintzberg's Management Roles

**Management roles** – specific categories of managerial behavior expected of and exhibited by a manager

Role	Description	Examples of identifiable activities
<b>Interpersonal</b> – involve people and other duties that are ceremonial and symbolic in nature		
Figurehead	Symbolic head; obliged to perform a number of routine duties of a legal or social nature	<ul style="list-style-type: none"> <li>• Greeting visitors</li> <li>• Signing legal documents</li> </ul>
Leader	Responsible for the motivation of subordinates; responsible for staffing, training and associated duties	<ul style="list-style-type: none"> <li>• Performing virtually all activities that involve subordinates</li> </ul>
Liaison	Maintains self-developed network of outside contacts and informers who provide favours and information	<ul style="list-style-type: none"> <li>• Acknowledging mail</li> <li>• Doing external board work</li> <li>• Performing other activities that involve outsiders</li> </ul>

<b>Informational</b> – involve receiving, collecting and disseminating information		
Monitor	Seeks and receives wide variety of internal and external information to develop thorough understanding of organisation and environment	<ul style="list-style-type: none"> <li>• Reading periodicals and reports</li> <li>• Maintaining personal contacts</li> </ul>
Disseminator	Transmits information received from outsiders or from subordinates to members of the organisation	<ul style="list-style-type: none"> <li>• Holding informational meetings</li> <li>• Making phone calls to relay information</li> </ul>
Spokesperson	Transmits information to outsiders on organisations plans, policies, actions, results etc.	<ul style="list-style-type: none"> <li>• Holding board meetings</li> <li>• Giving information to the media</li> </ul>
<b>Decisional</b> – revolve around decision making		
Entrepreneur	Searches organisation and its environment for opportunities and initiates "improvement projects"	<ul style="list-style-type: none"> <li>• Organising strategy and review sessions to develop new programs to bring about changes</li> </ul>
Disturbance handler	Responsible for corrective action when organisation faces important, unexpected disturbances	<ul style="list-style-type: none"> <li>• Organising strategy and review sessions that involve disturbances and crises</li> </ul>
Resource allocator	Responsible for the allocation of organizational resources of all kinds – making or approving all significant organizational decisions	<ul style="list-style-type: none"> <li>• Scheduling</li> <li>• Requesting authorization</li> <li>• Budgeting</li> <li>• Programming subordinates work</li> </ul>
Negotiator	Responsible for representing the organisation at major negotiations	<ul style="list-style-type: none"> <li>• Participating in union contract negotiations</li> </ul>